

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, March 20, 2015 at the hour of 9:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

## **I. Attendance/Call to Order**

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese and Director Lewis M. Collens (2)  
Board Chairman M. Hill Hammock (ex-officio) and Directors Hon. Jerry Butler, Ada Mary  
Gugenheim and Emilie N. Junge

Absent: None (0)

Additional attendees and/or presenters were:

Randolph Johnston – Associate General Counsel  
Gladys Lopez – Chief of Human Resources  
Elizabeth Reidy – General Counsel

Deborah Santana – Secretary to the Board  
John Jay Shannon, MD –Chief Executive Officer

## **II. Public Speakers**

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speakers:

1. George Blakemore      Concerned Citizen
2. Marti Smith            Lead Negotiator, Midwest Lead, National Nurses Organizing Committee

## **III. Report from Chief of Human Resources (Attachment #1)**

Gladys Lopez, Chief of Human Resources, provided an overview of the report, which included information on the following subjects:

FY2015 Vacancies Filled through 2/23/15 by Hiring Source;  
FY2015 Hires: Comparison of FY2013, FY2014 to FY2015 (through 2/23/15);  
FY2015 Vacancies filled by Quarter;  
Comparison of Nursing Vacancies Filled – FY2014 Q1 to FY2015 Q1;  
FY2015 Q1 Licensed Nurses;  
FY2015 Clinical vs. Non-Clinical Vacancies Filled;  
FY2015 Separations and Hires;  
Turnover of FY2015 New Hires;  
FY2015 HR Goal: Improve / Reduce Average Time to Hire;  
CCHHS Leadership Development Program; and  
CCHHS Employee Diversity Report.

### **III. Report from Chief of Human Resources (continued)**

During the discussion of slide 2, regarding FY2015 vacancies filled through 2/23/15 by hiring source, the Committee discussed the difference between total vacancies and Requests to Hire (RTH) in Human Resources. Dr. John Jay Shannon, Chief Executive Officer, stated that, as the organization transforms, the administration does not always know exactly what skill sets will be needed in certain areas. Currently there are approximately 700 RTHs over about 1,000 vacancies, so approximately 300 are in flux; those 300 positions are ones that are kept at the ready if a decision is made to expand in an area or develop a new skill set. The actual target for this fiscal year is to get the total vacancies down to 600; that reflects a reasonable middle-of-the-market average for the number of vacancies any organization of this size would have. Board Chairman Hammock noted that it would be helpful if the number reflecting total vacancies was broken down into categories indicating “immediate” vacancies, that ties closer to the number of RTHs in Human Resources, versus what might be called “reserve” vacancies.

With regard to the information provided regarding improving/reducing average time to fill positions on slide 10, Chairman Wiese inquired regarding the feedback received from the hiring managers on challenges experienced with the hiring process. Ms. Lopez responded that they are citing time constraints and lack of resources to get interviews scheduled and coordinated. A contract was recently approved with Supplemental Health; the administration has reached out to them to onboard some clerical assistants, so they can help with scheduling and taking care of that for hiring managers. She added that Dr. Shannon hosted a monthly leadership meeting recently; at the meeting, it was impressed upon the attendees that it is critical that they move on those applications so individuals can be onboarded. Dr. Shannon stated that there was a serious communication of urgency about this at the leadership forum; he noted that he had a specific separate meeting with nursing leaders the following day. There is no doubt that this is related to clerical activity and time constraints. At the same time, the divisions that are highly motivated around this activity will schedule interviews for the evenings and Saturdays; the candidates think this is a great idea because they do not have to take a day off of work if they are employed, and it can be easier for child care arrangements. He stated that there will have to be a higher degree of accountability for the managers for this phase of the process.

With regard to the information provided on the Leadership Development Program, Director Junge inquired whether the Program includes a component on working with labor relations, understanding the collective bargaining agreements and communicating regularly with labor leadership. Ms. Lopez responded that this is not included with the current Program, but it is planned for the one being developed for the next cohort. Chairman Wiese requested that a metric be built for this area of reporting for next month, as the ongoing Program is showing some impact, and some expansion of the Program is anticipated with the labor component; she added that the Committee could discuss some potential components for inclusion, like the important labor component that Director Junge mentioned.

Director Junge referenced comments provided during public testimony regarding a nursing candidate who was rejected from employment for the reason of a lack of leadership ability; she asked whether Ms. Lopez could provide information that explains why leadership ability would be a factor in denying people for bargaining unit positions. Ms. Lopez responded that, without knowing more information on the matter, she did not have an immediate response, but would look into the matter further.

With regard to a question from Chairman Wiese regarding the long-term goal for diversity, Ms. Lopez stated that staff are working to finalize the job description for the Equal Employment Opportunity Officer for the System. The goal is to fill this position and have the individual perform an assessment, as well as work with the recruiting team on goals for hiring.

**IV. Action Items**

**A. Minutes of the Human Resources Committee Meeting of February 20, 2015**

Chairman Wiese, seconded by Director Collens, moved to accept the minutes of the meeting of the Human Resources Committee of February 20, 2015. THE MOTION CARRIED UNANIMOUSLY.

**B. Any items listed under Sections IV and V**

**V. Closed Meeting Items**

**A. Discussion of personnel matters**

**B. Update on labor negotiations**

**C. Discussion of litigation matters**

**D. Report from Chief of Human Resources**

**E. Approval of CCHHS Chief Executive Officer John Jay Shannon, MD's initial proposed Executive Incentive Plan, pursuant to the Executive Employment Agreement**

Director Collens, seconded by Chairman Wiese, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity," 5 ILCS 120/2(c)(2), regarding "collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees," and 5 ILCS 120/2(c)(11), regarding "litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting." THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Chairman Wiese declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

**VI. Adjourn**

As the agenda was exhausted, Chairman Wiese declared that the meeting was ADJOURNED.

Respectfully submitted,  
Human Resources Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Dorene P. Wiese, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

Cook County Health and Hospitals System  
Minutes of the Human Resources Committee Meeting  
March 20, 2015

ATTACHMENT #1

# COOK COUNTY HEALTH & HOSPITALS SYSTEM HUMAN RESOURCES COMMITTEE

## MARCH 20, 2015

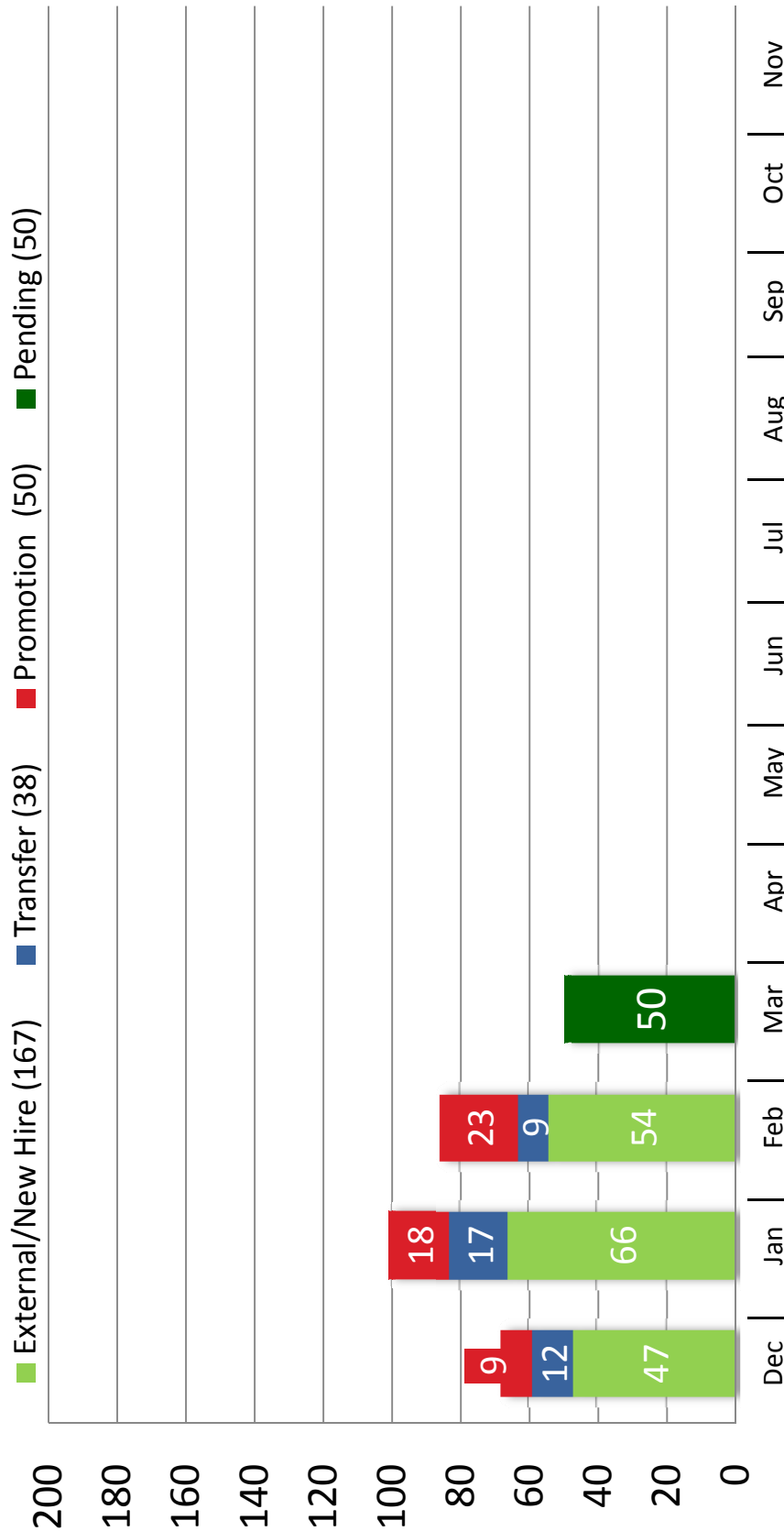
**Gladys Lopez, Chief of Human Resources**



COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CCHHS**

# INTERNAL & EXTERNAL VACANCIES FILLED

## FY15 Vacancies Filled through 02/23/15 by Hiring Source (255)



	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
External Filled	47	66	54									
Total RTHs In HR	913	744	734									
<sup>1</sup> CCHHS Vacancies	1084	1018	1066									

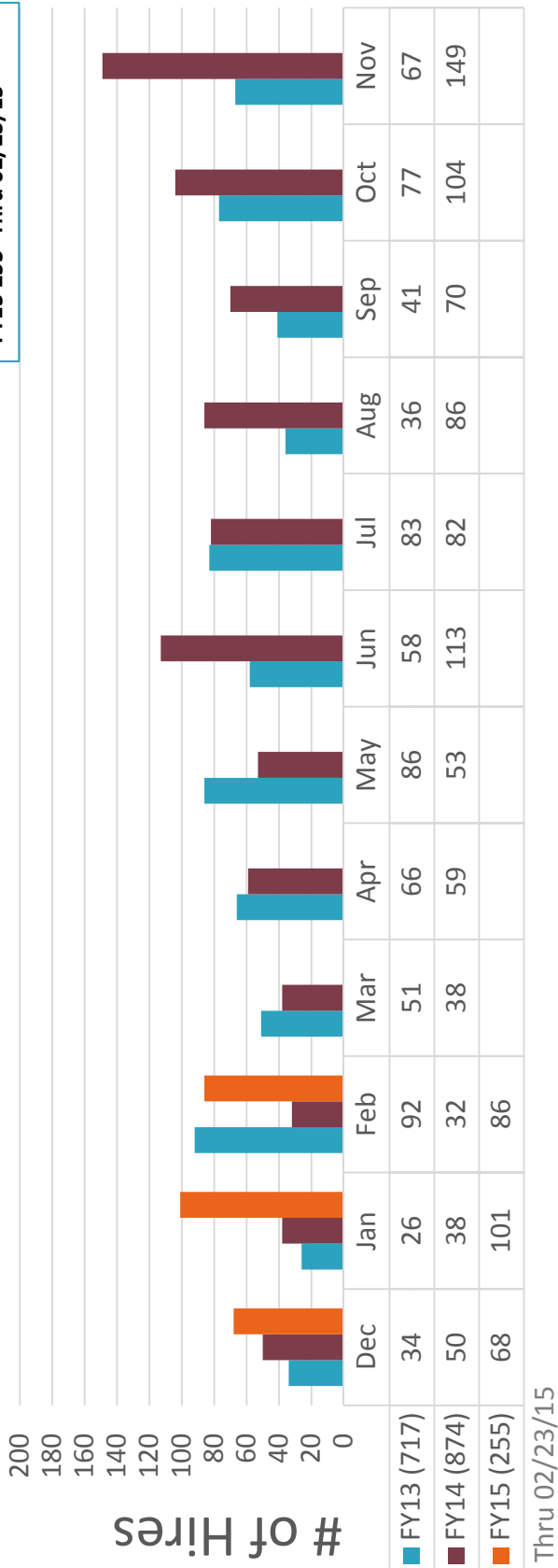
<sup>1</sup> Has no correlation due to fluctuation.

# COMPARISON OF VACANCIES FILLED

## FY15 Hires: Comparison of FY13, FY14 to FY15 (through 02/23/15)

FY13 717  
FY14 874 Increase by 22%  
FY15 255 -Thru 02/23/15

### VACANCIES FILLED



### FY15 Vacancies Filled by Job Function / Open Positions

Job Function	FY14 Hired	FY14 1 <sup>st</sup> Qtr.	FY15 1 <sup>st</sup> Qtr.	RTHs in Process
<sup>1</sup> Finance	15	0	8	58
HIS	5	2	3	14
Licensed Practice Nurses	24	1	8	5
Nursing (CNI, CNII, APN, Nurse Coordinator, Clinician)	311	31	71	302
Physicians	97	26	16	80
Pharmacy	49	11	6	8
Other	373	49	143	267
<b>Total</b>	<b>874</b>	<b>120</b>	<b>255</b>	<b>2734</b>

### Q1 FY15 hires increased by 112%

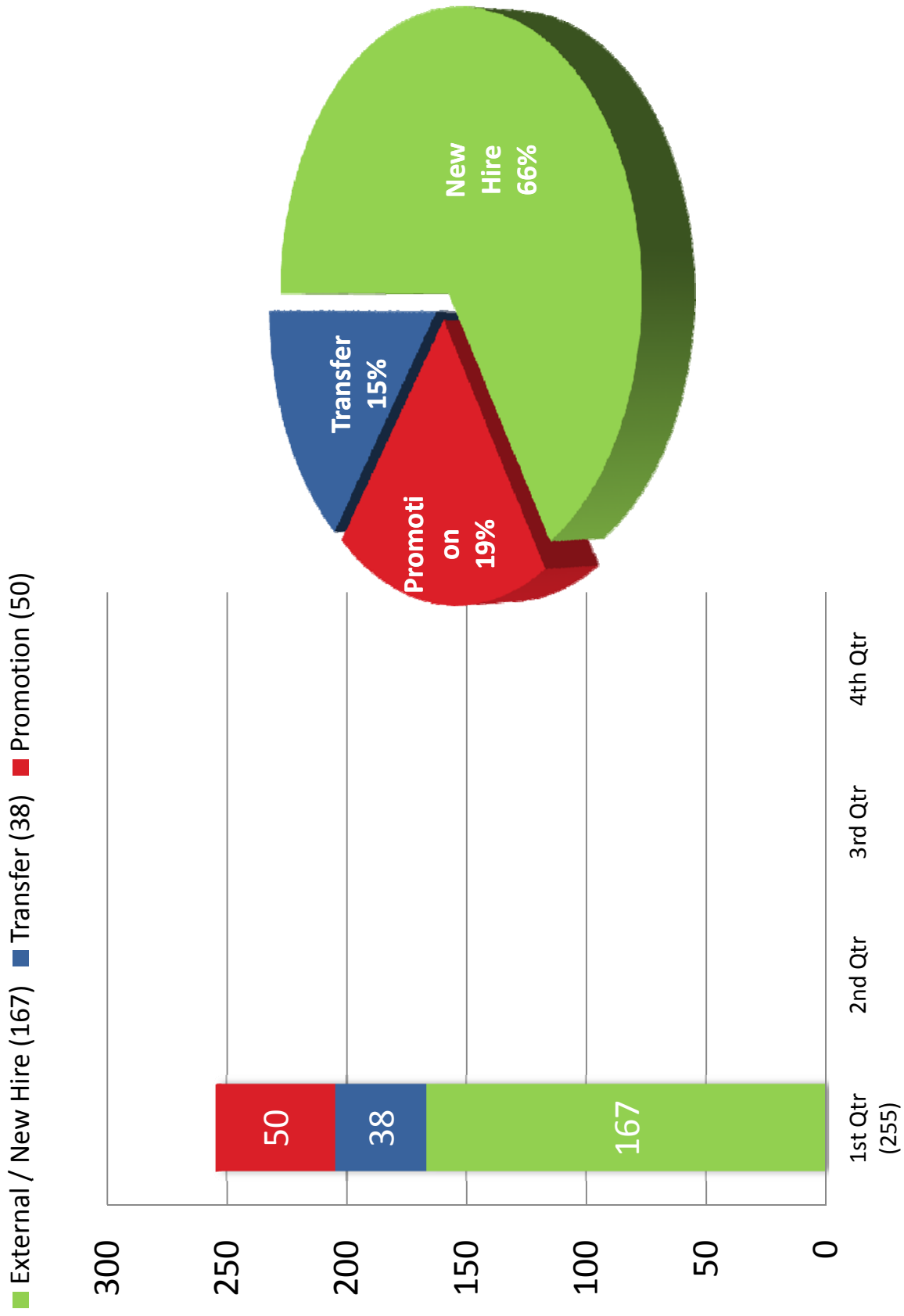
<sup>1</sup> Medicaid eligibility insourcing

<sup>2</sup> Fluctuate month to month based on hires and requisitions.



# VACANCIES FILLED BY QUARTER

## FY15 Vacancies Filled by Quarter (255)

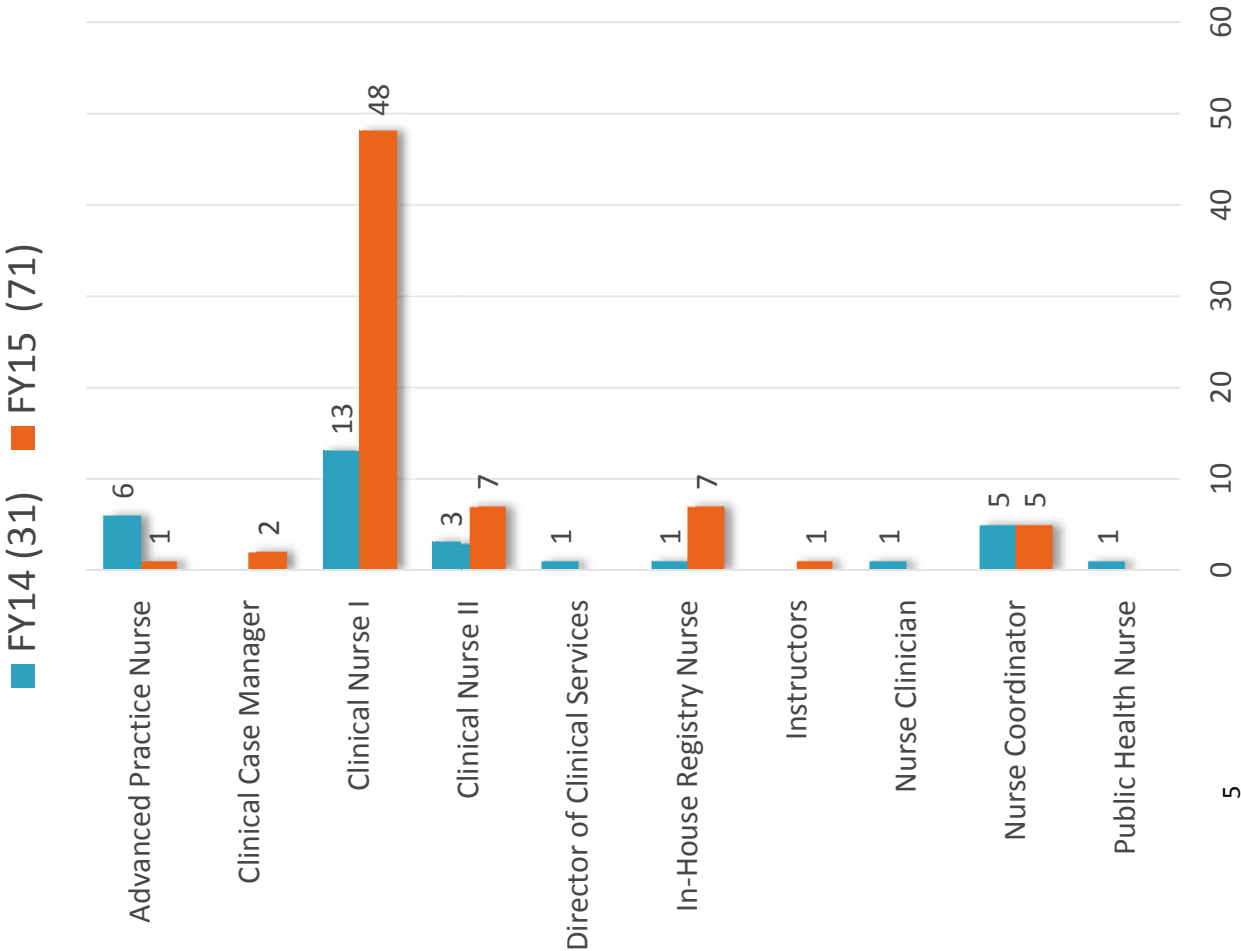
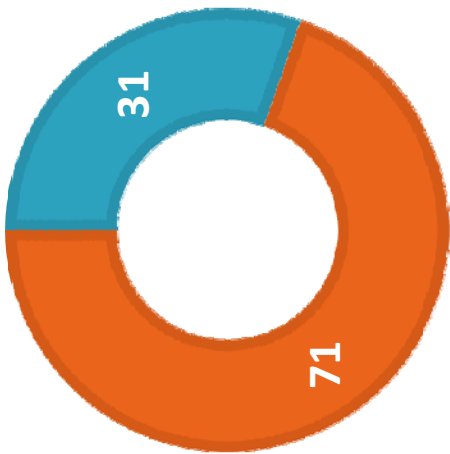


# LICENSED NURSES

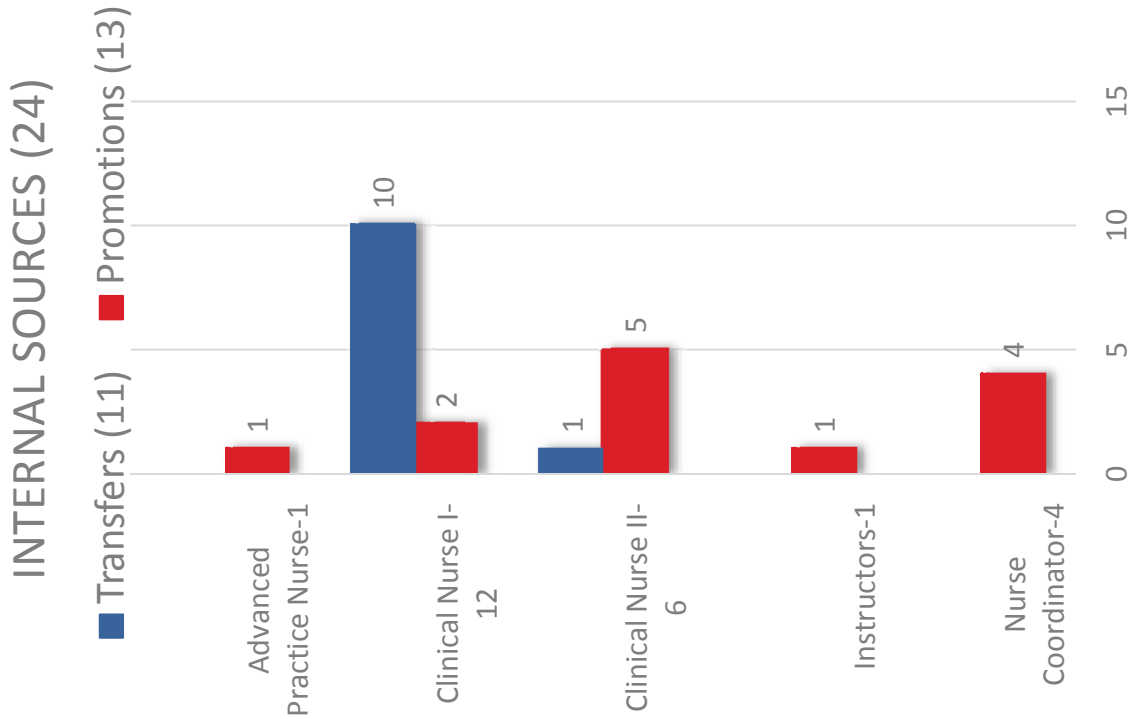
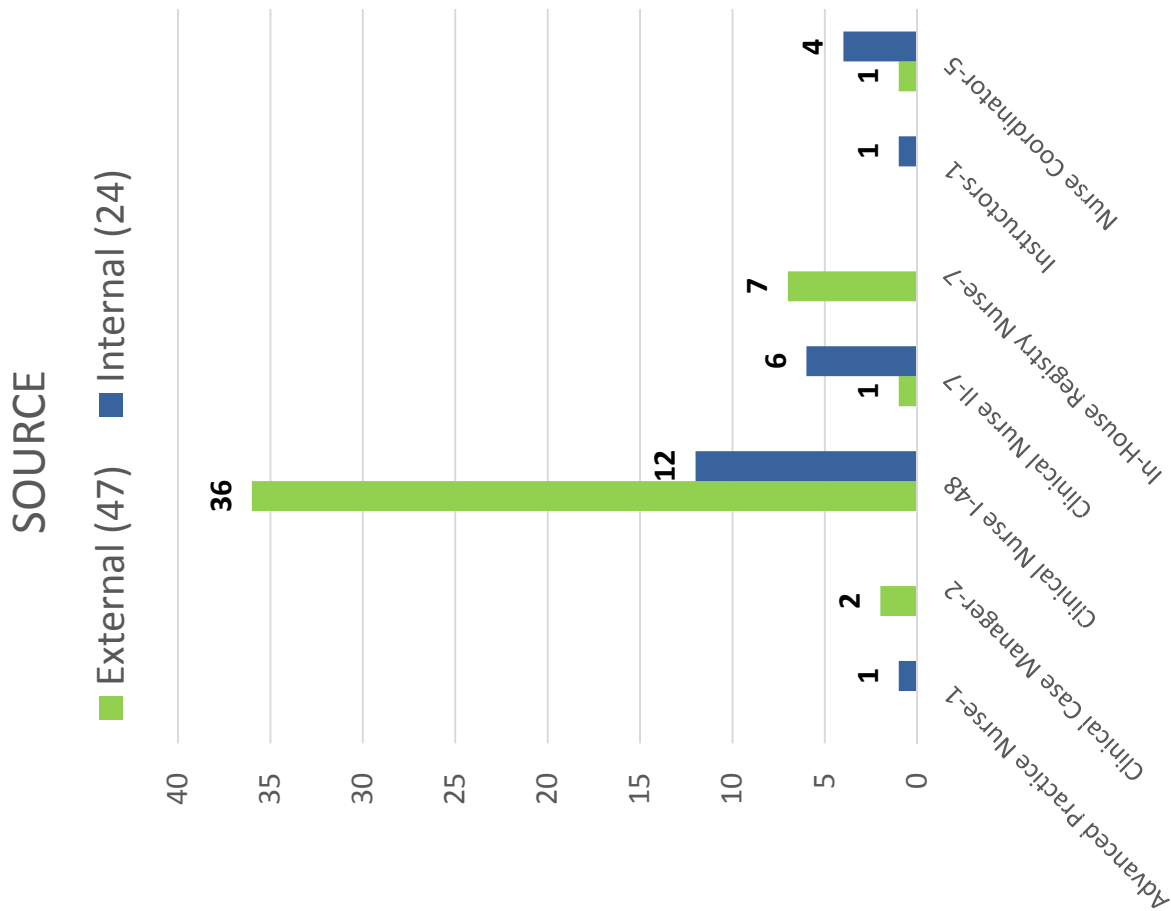
## Comparison of Nursing Vacancies Filled – FY 14 Q1 to FY15 Q1

1 <sup>st</sup> Quarter Type	FY14	FY15
TOTAL NEW HIRES	16	47
TOTAL TRANSFERS	6	11
TOTAL PROMOTIONS	9	13
Total Hires	31	71

1ST QUARTER HIRES  
(FY14 VS FY15)



# FY15 Q1 Licensed Nurses (71)



# CLINICAL VS NON-CLINICAL VACANCIES FILLED

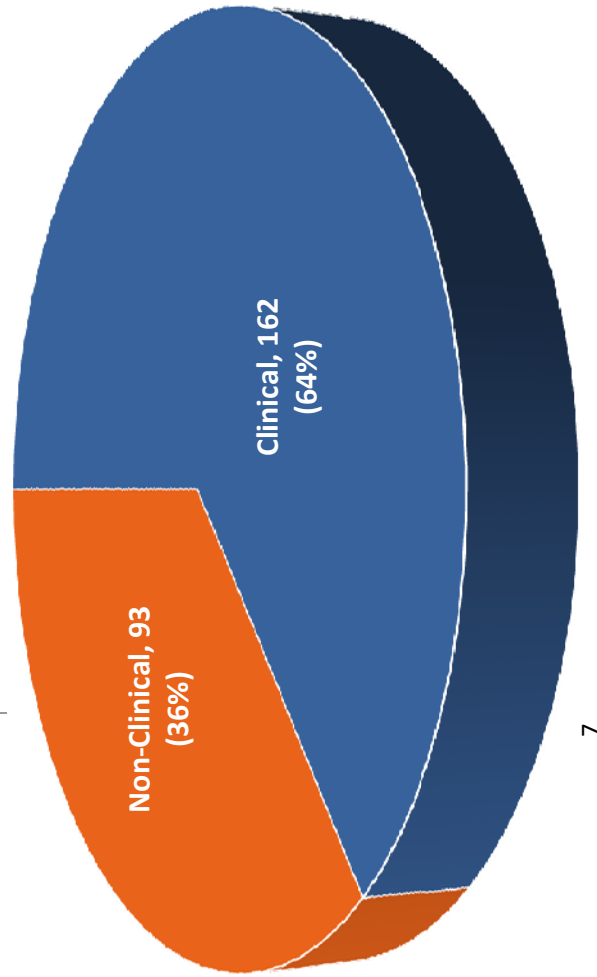
## FY15 Clinical (162) vs. Non-Clinical (93) Vacancies Filled (255)

### Clinical Classifications / Titles (162)

Attendant Patient Care  
Correctional Medical Technician  
Dentistry  
EKG Tech  
Electrocardiogram Technician  
Emergency Response Technician  
Emergency Room Technician  
Epidemiologist  
Laboratory  
Licensed Practical Nurse  
Medical Assistant  
Medical Lab Technician  
Medical Social Workers  
Medical Technologist  
Mental Health Specialist  
Nursing  
Pharmacy  
Physician Assistant  
Physicians  
Radiology  
Special Procedure Tech  
Sterile Processing Tech  
Ward Clerk

### Non-Clinical Classifications / Titles (93)

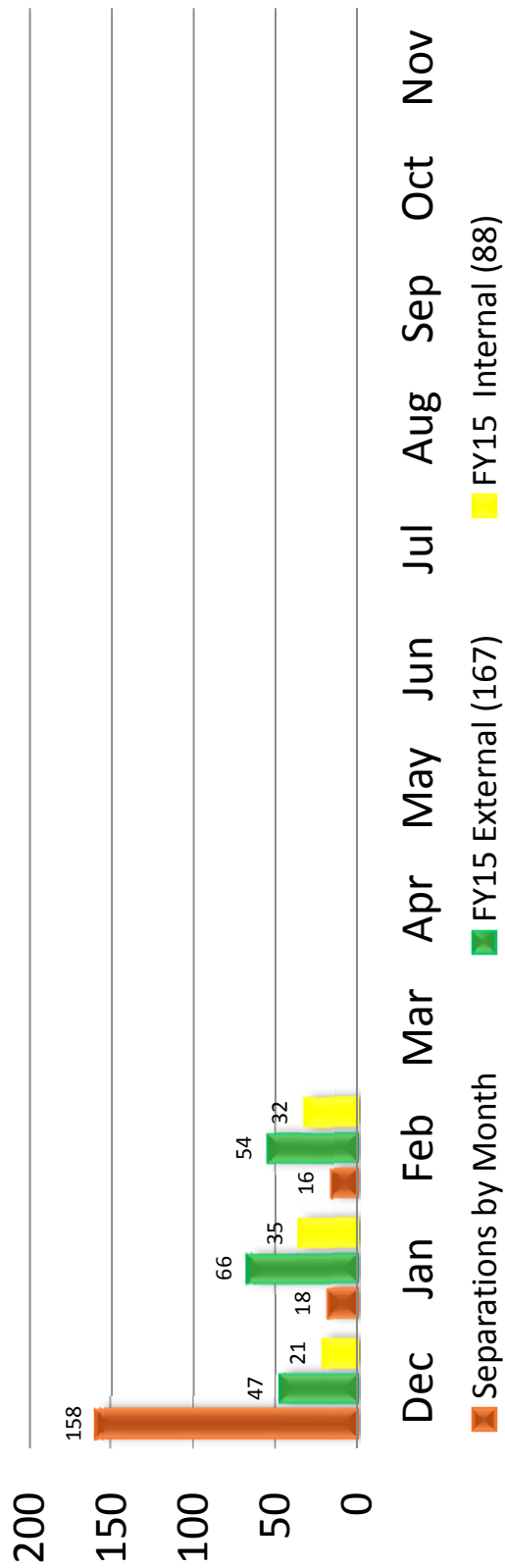
Building Service Worker  
Business Manager  
Clerical / Administrative  
Finance  
Food Service / Dietary  
Hospital Information System  
Human Resources / Labor Relations  
Leadership/ Management  
Legal  
Procurement / Supply Chain  
Safety  
Scheduler/Dispatcher  
Trades



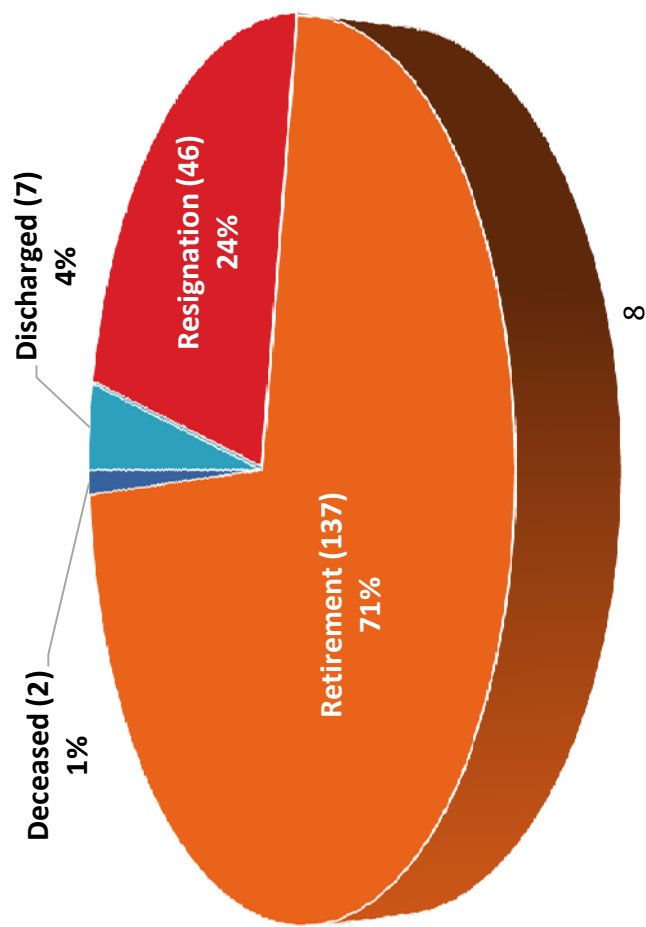
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# FY15 SEPARATIONS AND HIRES

## FY15 Separations & Hires (192)

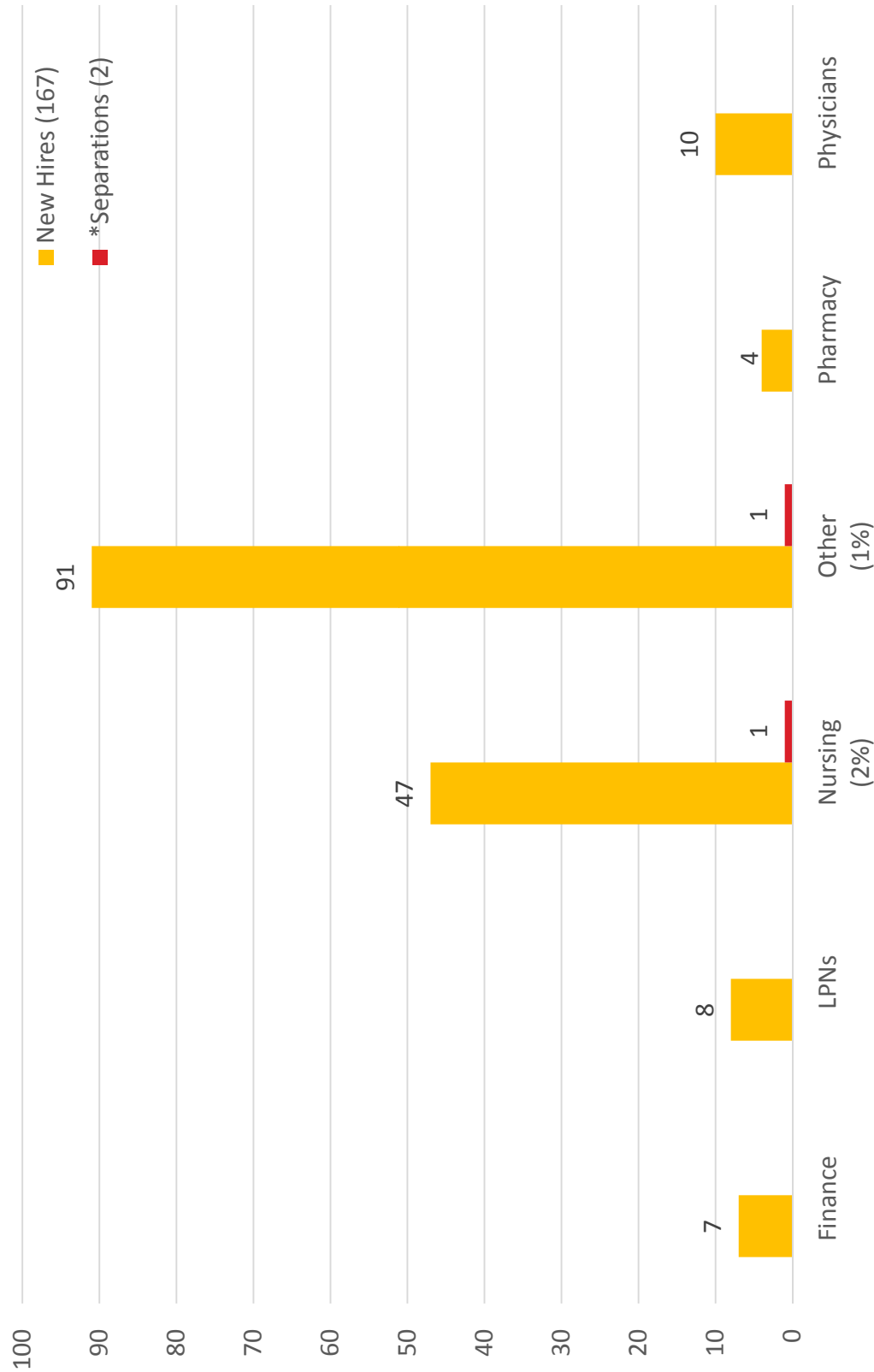


## Separations by Reason as of 02/28/15



# CCHHS TURNOVER BY NEW HIRES

## Turnover (2 / 1%) of FY15 New Hires (167)



\*Nursing: IHR, Resignation, 30 days  
Other: H.R. Assistant, Discharged, 39 days

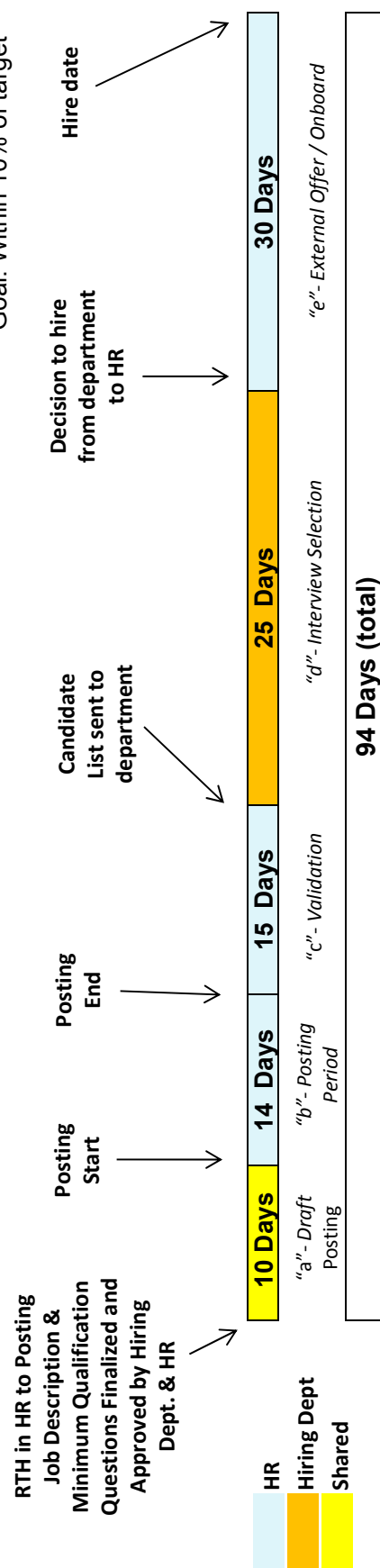
# COMPLETE HIRING PROCESS IN A TIMELY MANNER

## FY15 HR Goal: Improve / Reduce Average Time to Hire

Budget to Recruiting average of 13 Days

Goals		2015 Target	2014 Actual	Dec Actual	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	YTD Avg	STATUS
a	Average # of days from Request to Hire approval to Posting Open	10	91	80	48	73					67	
b	Average # of posting days	14	14	13	9	12					11	
c	Average # of days from Posting Close to Interview Referral	15	28	33	22	27					26	
d	Average # of days from Interview Referral to Decision to Hire to HR. (Interview/Selection)	25	29	29	23	32					27	
e	Average # of days from decision to hire until actual Hire Date. <i>Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.</i>	30	41	55	49	51					51	
f	Average # of days from Request to Hire to Hire Date	94	203	209	151	195					185	

Goal: Within 10% of target



Benchmark: 58

Data source: TLNT The Business of HR

<http://www.tlnt.com/2014/08/14/employers-find-that-time-to-fill-job-rates-are-growing-hit-13-year-high/>

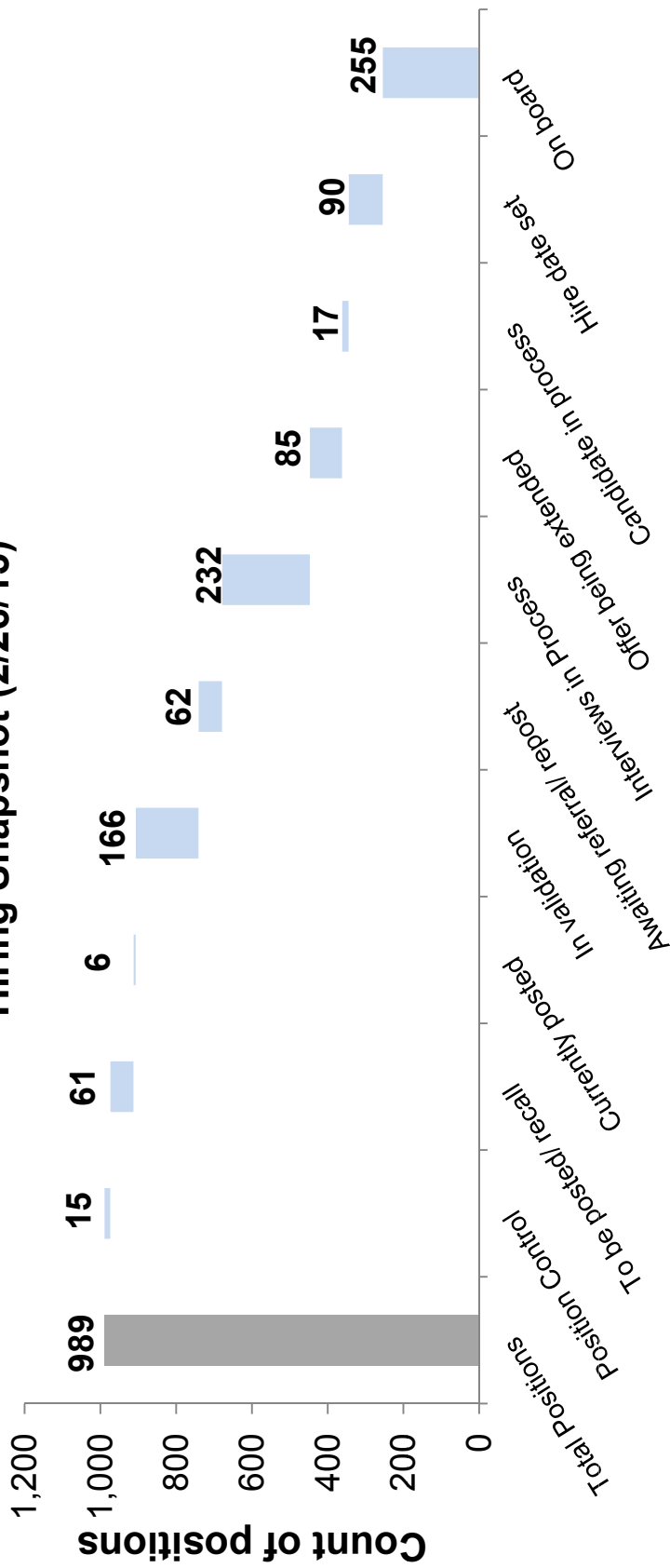
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# FY15 CCHHS RECRUITING SUMMARY

## FY15 HR Goal: Improve / Reduce Average Time to Hire

Hiring Snapshot (2/26/15)



Job Classification	RTHs submitted to HR as of 2/26/15	Paperwork		Posted		Posting Closed		Validation Completed		Referred for Interviews		Interviews Complete		Candidate ID'd		Hire Date ID'd		RTHs in Process	
		Complete	Complete	Posted	Posted	Closed	Closed	Completed	Completed	Interviews	Interviews	Complete	Complete	ID'd	ID'd	Hired	Hired	Process	Process
Finance	66	66	66	66	66	16	16	14	14	12	12	9	9	9	9	8	8	58	58
HIS	17	17	17	17	17	17	17	11	11	8	8	6	6	5	5	3	3	14	14
Licensed Practice Nurse	13	13	13	13	13	13	13	13	13	13	13	10	10	10	10	8	8	5	5
Nurse	373	370	370	341	341	339	339	282	282	253	253	135	135	101	101	71	71	302	302
Physician	96	94	94	89	89	89	89	73	73	70	70	58	58	52	52	16	16	80	80
Pharmacy	14	14	14	14	14	14	14	13	13	13	13	6	6	6	6	6	6	8	8
Other	410	410	410	397	397	384	384	335	335	310	310	223	223	179	179	143	143	267	267
Grand Total	989	974	974	913	913	907	907	741	741	679	679	447	447	362	362	255	255	734	734



# Human Resources Committee

CCHHS UNIVERSITY LEADERSHIP DEVELOPMENT PROGRAM



COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CCHHS**

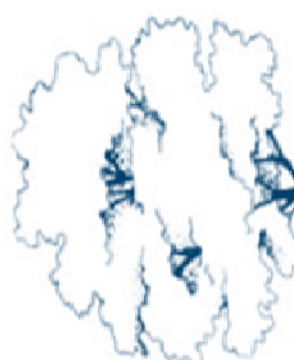
## CCHHS Leadership Development Program – Spring Session (Cohort IV)

- Late 2012 / early 2013 – worked with pro bono resources from Civic Consulting Alliance, Strategic Talent Solutions and Northwestern University's School of Education & Policy and a CCHHS Steering Committee to create the CCHHS Leadership Development Program (LDP)
- LDP is a three-month training program that includes workshops and lunch and learn sessions and provides participants with an opportunity to build new skills and connect with leaders throughout the organization
- The Program's goal is to develop a cohort of effective leaders who engage and help staff to deliver on CCHHS's vision of excellent relationship-based care
- All non-union members of management are eligible and encouraged to complete an online application
- Each Cohort includes up to 14 participants
- Selected participants are required to execute a Participation Agreement
- We host an orientation for the Supervisors of the Participants
- Throughout the program we provide the Supervisors with a summary of the information shared with their employees to support continued engagement with their employee

**CCHHS University**  
Leadership Development Program  
*Investing in our people. Investing in our patients.*

# CCHHS LEADERSHIP DEVELOPMENT PROGRAM

## OVERALL PROGRAM STRUCTURE



Overall Program	Leadership Development Program (LDP) Modules						
Module	1. Leadership at CCHHS	2. Defining Excellent Patient Experience	3. Establishing Positive Relationships	4. Ensuring Quality & Safety	5.Setting and Managing Performance Expectations	6. Leading Through Difficult Situations	7. Creating an Excellent Patient Experience
Workshop (1 WS = 2.5 hours)	WS 1.1	WS 2.1	WS 3.1	WS 4.1	WS 5.1 The Importance of Goal Setting WS 5.2 The CCHHS Disciplinary Process	WS 6.1 Effective Problem Solving Decision Making WS 6.2 Managing Conflict	WS 7.1



CCHHS's Vision & Mission



Leadership Development Program

Investing in our people. Investing in our patients.

Excellent Patient Experience

# GRADUATES OF THE PROGRAM

## CCHHS LEADERSHIP DEVELOPMENT PROGRAM

### Cohort I – Fall, 2013

**Jamil Ahmad**, Administrative Analyst, Department of Emergency Medicine  
**Pamela Brown**, Nurse Coordinator, Ambulatory Care, SCC Nursing  
**Denise Davis**, Pharmacy Supervisor, Stroger Outpatient  
**Cleo Harris**, Site Manager, Patient Access, Revenue Cycle  
**Victor Medina**, Nurse Coordinator, Vista Clinic  
**Edith Murgas**, Business Manager, Finance  
**Melody Navarro**, Nurse Coordinator, Cermak Health Services  
**Lorna Pryor**, Pharmacist Manager, Stroger Outpatient  
**Sharon Smith**, Nursing Coordinator, Emergency Room Nursing, Provident Hospital  
**Eugenia Sta Maria**, Nursing Coordinator, Outpatient Nursing Administration  
**Robbin Weaver**, Nurse Manager, Oak Forest Immediate Care Center  
**Vickie Wheeler**, Nurse Coordinator, Med / Surg, Stroger Hospital  
**Gwen Williams**, Senior Manager Patient Pre-Process Center, Revenue Cycle  
**Stephanie Winder-Robinson**, Nurse Coordinator, Sengstacke Clinic

### Cohort II – Spring, 2014

**Nicole Andrews**, Patient Access Supervisor, Stroger Hospital  
**Tedra Davis**, Nurse Coordinator, 8 West, Stroger Hospital  
**Rosina Frazier**, Nurse Coordinator, ACHN – Robbins  
**Suzanne Harrington**, Assistant Director, Physical Therapy, Stroger  
**Siby Joseph**, Nurse Coordinator, ACHN - Fantus  
**Salithia Marsh**, Nurse Coordinator, ACHN – Near South  
**Kalyani Perumal**, Attending Physician, Stroger Nephrology  
**Tonie Roberts**, Assistant Manager, Diagnostic Radiology, Stroger  
**Carla Salvo**, System Manager, Patient Access, Stroger  
**Simon Tingem**, Nursing Coordinator, MICU / CCU Stroger  
**Laretta Wiley**, Nurse Coordinator, 8 West, Stroger Hospital



**Leadership Development Program**  
*Investing in our people. Investing in our patients.*

## GRADUATES OF THE PROGRAM

### Cohort III – Fall, 2014

**Petrina Bennett**, System Manager, Patient Financial Services, Oak Forest

**Denise Castle**, Nurse Coordinator, Ambulatory Care

**Suzanne Contreras-Hoffman**, Nurse Coordinator, ACHN-Prieto

**Ramon Honore**, Lieutenant, Oak Forest

**Judith Jordan**, Supervisor Diagnostic Radiology, Stroger Hospital

**Ratna Kanumury**, Director, Physician Assistant Services, CCHHS

**Nannette Kelley**, Nurse Coordinator, Oak Forest Specialty

**Raymond Roberson**, Assistant Administrator, Psychology

**Rosemarie Tamba**, Nurse Coordinator, Labor Delivery, Stroger Hospital

**Eureva Walker**, Director of Pharmacy, Inpatient Services, Stroger Hospital

**Gazala Yasmeen**, Clinical Lab Automated Services Supervisor, Stroger Hospital



**Leadership Development Program**

*Investing in our people. Investing in our patients.*

# COHORT IV PARTICIPANTS – SPRING, 2015

## CCHHS LEADERSHIP DEVELOPMENT PROGRAM

### Session Begins March 31, 2015

**Beverly Alexander**, Nurse Coordinator, Perioperative Nursing, Provident Hospital  
**Carmelita Coronel**, Nurse Coordinator, Nursing Care Center, CORE Center  
**Cecille Dizon**, Nurse Coordinator, Perioperative Nursing, Stroger Hospital  
**Monica Horton-Harris**, Senior HR Coordinator, Human Resources, Outpatient  
**Jillyan Iwinski**, Director, Respiratory Therapy, Stroger Hospital  
**Thankamma Kuriakose**, Nursing & Care Management Specialist, PCMH, ACHN  
**Sukhraj Mudahar**, Pharmacist Manager Inpatient Services, Stroger Hospital  
**Nikiru Okolo**, Nurse Coordinator II, 8 West, Provident Hospital  
**Karen Parham**, Nursing Coordinator II, Adult Emergency Department, Stroger Hospital  
**Beena Philip**, Nursing Coordinator II, Med/Surg (7 West), Stroger Hospital  
**Tunisia Pinkely**, Director of Radiology, Stroger Hospital  
**Bincy Poothurail**, Nurse Coordinator II, SICU Nursing, Stroger Hospital  
**Carlos Quezada-Gomez**, Mental Health Director, Cermak Health Services

**SAVE THE DATE: Tuesday, June 23, 2015 – Cohort IV Graduation Ceremony**

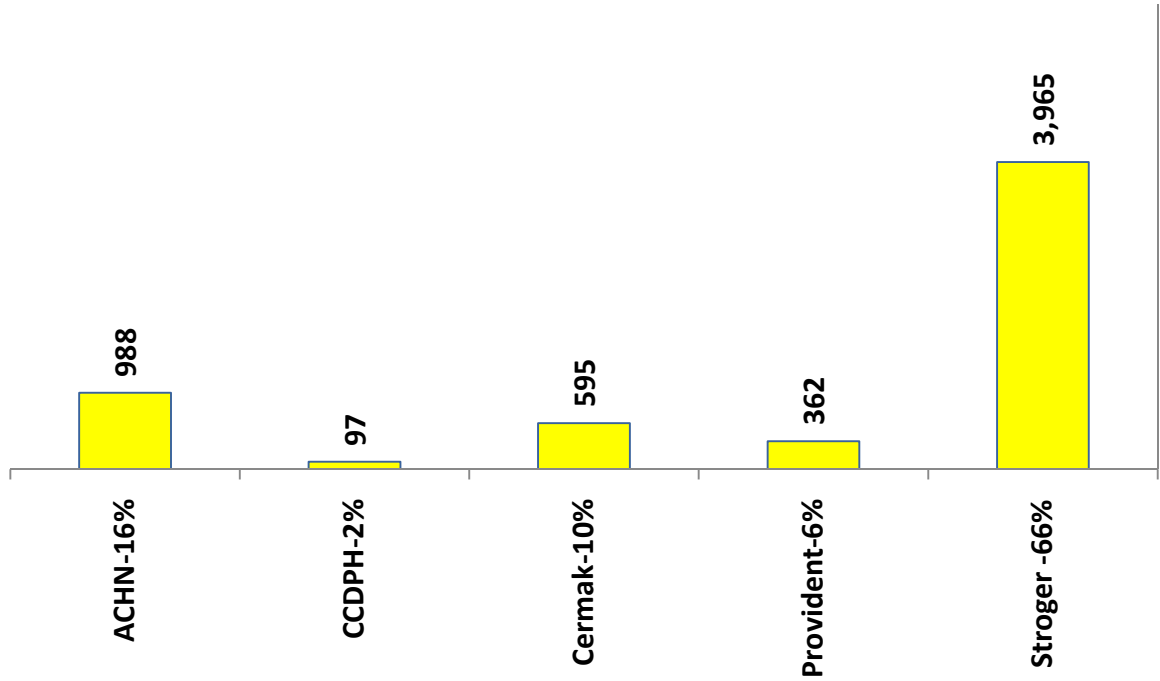
# Human Resources Committee

## APPENDIX

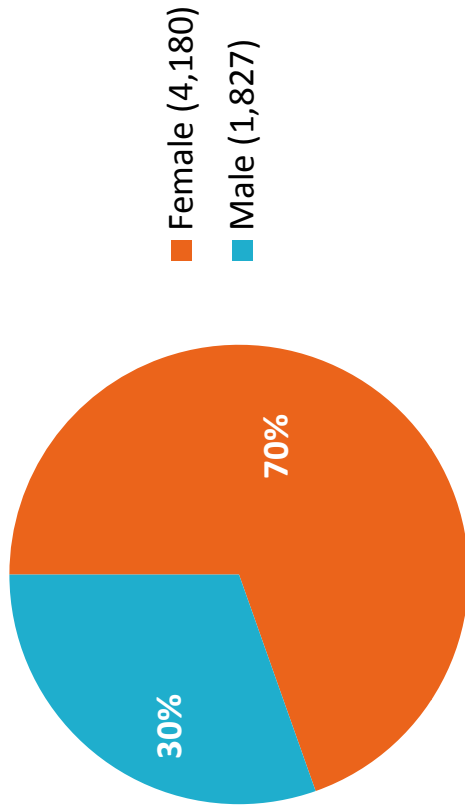


CCHHS Employee Diversity Report (Data as of 3/05/15)

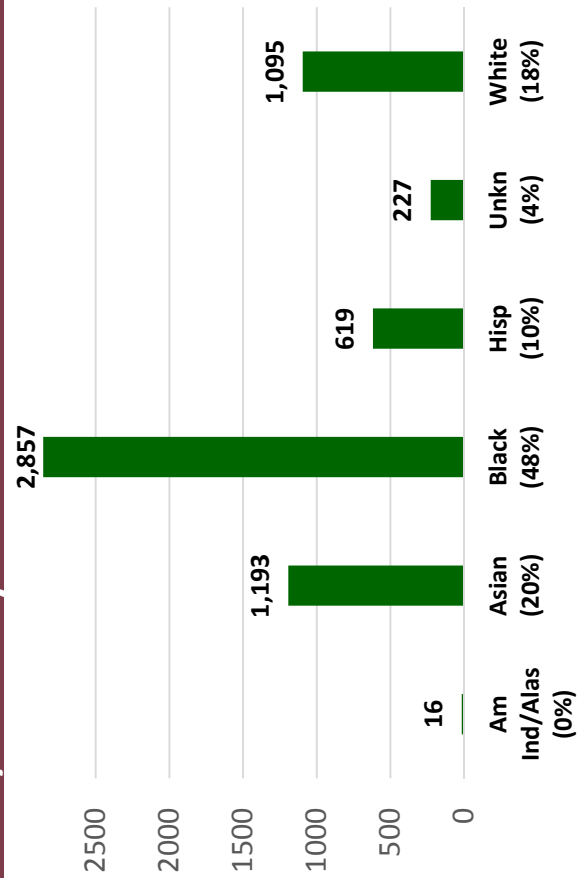
FY15 (6,007)



Gender

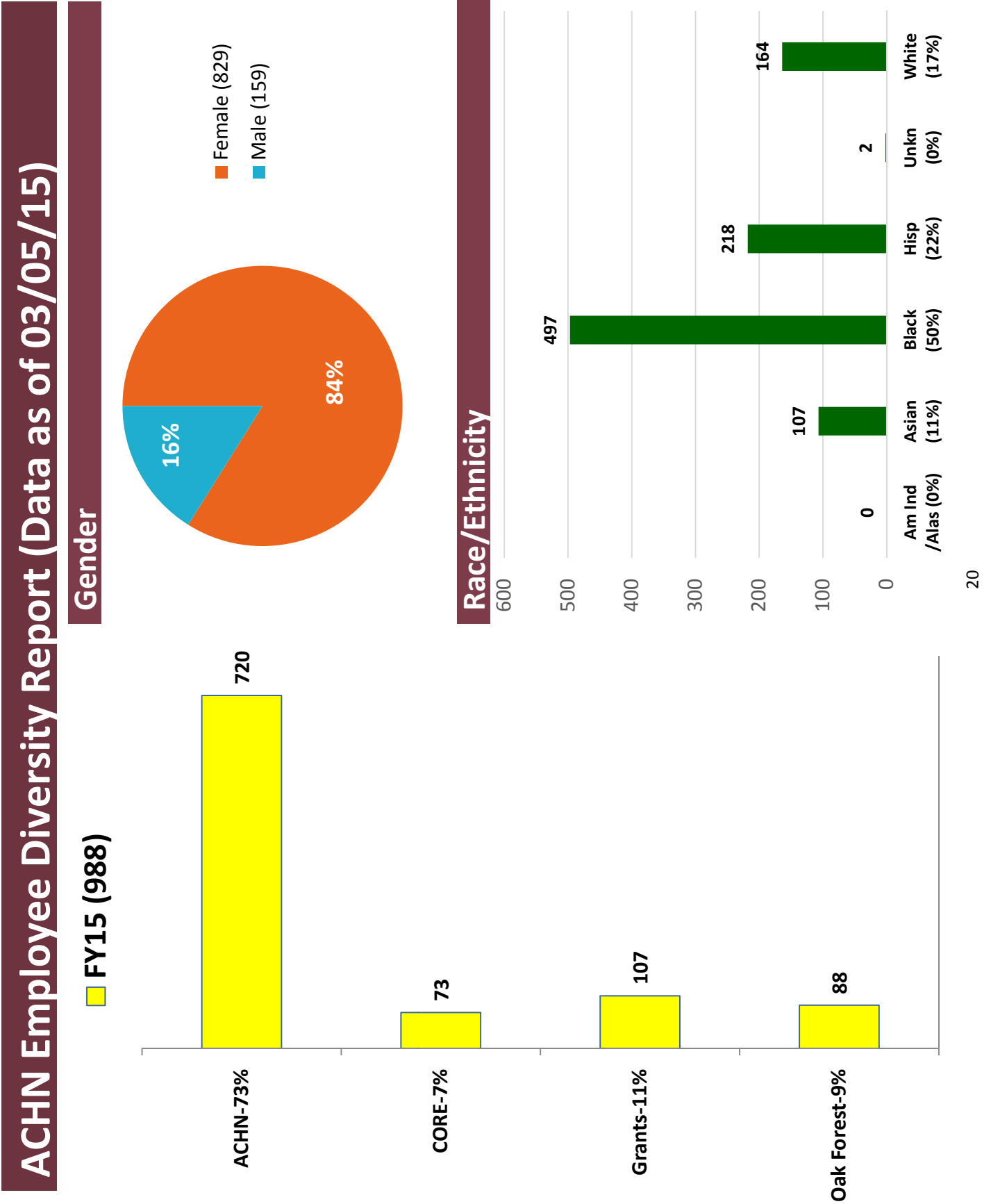


Race/Ethnicity



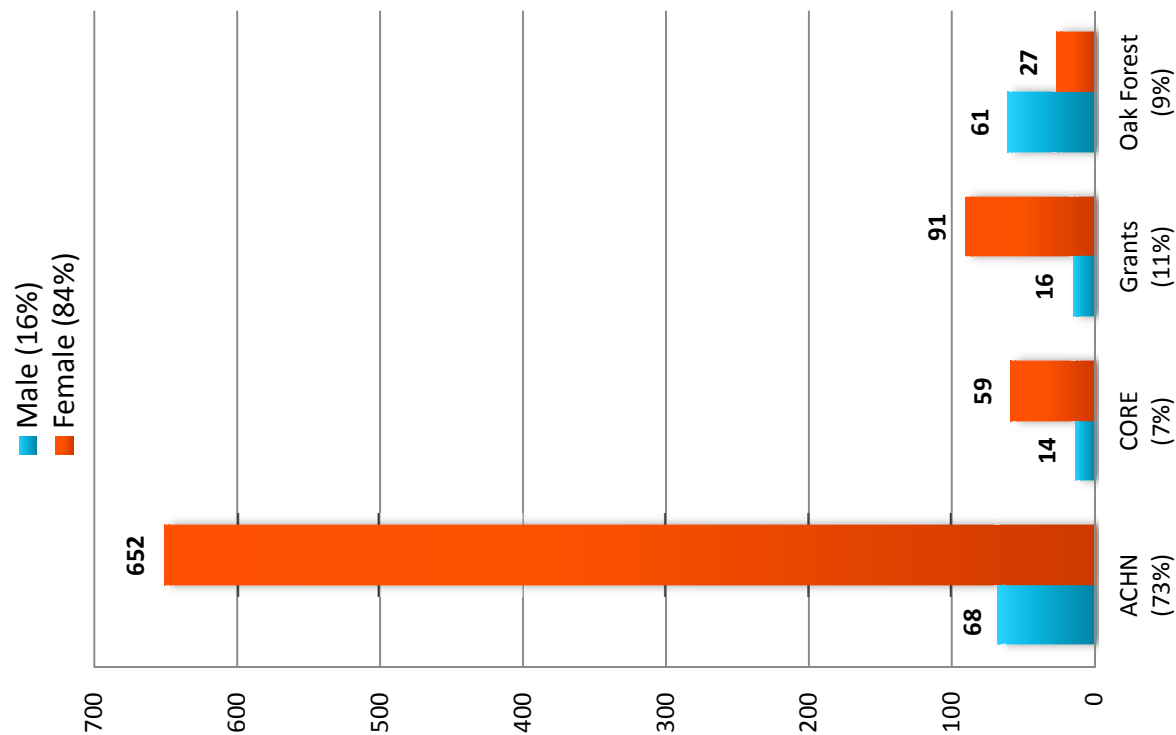


AMBULATORY COMMUNITY HEALTH NETWORK DETAIL



# DIVERSITY DATA

ACHN Employees By Gender



21

CCHHS Employees By Gender

